

## Presenting Our First Health Care Role Model and Two Business Role Models



For more than a decade, the Baldrige Regional Conferences have been a valuable forum for people from all sectors of the U.S. economy to learn about the exceptional performance practices of the Baldrige Award recipients. This year we welcome the first Award recipient in health care, SSM Health Care, who will join current business recipients, Motorola CGISS and Branch-Smith Printing Division, as well as past Award recipients, in sharing their best practices.

Whether your organization is large or small, involved in service or manufacturing, health care or education, housed in one location or multiple sites around the globe, you can benefit from the knowledge and experience of the Baldrige Award recipients. In this uncertain environment, learn how these organizations sustain their focus on excellence. Please join us at the 2003 Regional Conferences in Cincinnati and Scottsdale.

### *Comments from 2002 Regional Conference Attendees*

*"The conference featured a diverse group of Award recipients, covering all areas of business, education, and health care."*

*"I appreciated the availability of information and generous sharing by the presenters."*

*"The practical application of Baldrige principles by the Award recipients was very beneficial. The conference left me renewed and ready for new challenges."*

*"I liked the conference format with keynote addresses, multiple breakout sessions on different Criteria categories, and good Q&A opportunities."*

**[www.baldrige.nist.gov](http://www.baldrige.nist.gov)**



# Award recipients 2002

## MANUFACTURING

### Motorola's Commercial, Government, and Industrial Solutions Sector



Headquartered in Schaumburg, IL, CGISS produces and provides integrated communications and information solutions to meet the mission-critical requirements of public and private organizations. These customers include fire and police, military, public service, and business enterprise organizations. CGISS specializes in radio networks, systems, products, and services; integrated communications technology and information technology solutions; and commercial and industrial radio products. It is the leading worldwide supplier of two-way radio communications systems and products. CGISS had sales of \$3.85 billion from ongoing operations in 2001. It has 14,000 employees, including 9,000 employees in North America, with five major locations in Illinois and Florida, and 5,000 employees in multiple locations worldwide.

With perceived quality ratings at least 21 percent higher than the closest competitor, CGISS is rated the best-in-class radio manufacturer by customers. Its defect rate is only 52 parts per million, or 5.38 Sigma. Manufacturing cycle time (book-to-bill) for subscriber equipment decreased from 3.25 days in 1999 to 2.4 days in 2002. Additionally, employee productivity, measured as sales per employee, increased 32 percent over the 1999-2002 period.

## SMALL BUSINESS

### Branch-Smith Printing Division



Branch-Smith Printing Division (BSPD), one of two divisions within Branch-Smith, Inc., is a fourth-generation family business. BSPD specializes in providing a wide range of "turnkey" services—including designing, printing, binding, and mailing—related to sheet-fed printing of multipage bound materials. Products include publications, magazines, catalogs, directories, and books. BSPD's sales are over \$10 million annually. BSPD is located in Fort Worth, TX, and has a workforce of 68 employees.

BSPD has experienced a 72 percent growth since 1998 and held that gain in 2002, when the industry declined 6.6 percent. BSPD's number of customers grew from 91 in 1998 to 167 in 2002. Complaints were reduced by 73 percent from 1997 through 2001. From 1996 through 2001, BSPD's employee satisfaction increased from 67 percent to 86 percent. In addition, the division has reduced the voluntary turnover rate of employees over the past seven years from a high of 43.7 percent in 1996 to an annualized percentage of 7.75 in 2002. From 1999 through 2001, BSPD's turnover rate was comparable to the average for *Fortune* magazine's Top 15 Best Companies to Work for in America.

## HEALTH CARE

### SSM Health Care



Based in St. Louis, MO, SSM Health Care (SSMHC) is a not-for-profit Catholic health care system providing primary, secondary, and tertiary health care services. The system owns, manages, and is affiliated with 21 acute care hospitals and three nursing homes in four states: Missouri, Illinois, Wisconsin, and Oklahoma. Nearly 5,000 affiliated physicians and 22,200 employees work together to provide a wide range of services, including emergency, medical/surgical, oncology, mental health, obstetric, cardiology, orthopedic, pediatric, and rehabilitative care. SSMHC delivers its health care services in inpatient, outpatient, emergency department, and ambulatory surgery settings within its acute care hospitals. Other services include physician practices, residential and skilled nursing, home care and hospice, information services, and materials management.

SSMHC's revenues are approximately \$1.7 billion.

As part of SSMHC's "Clinical Collaborative" process, physicians work with other caregivers, administrators, and staff to make rapid improvements in clinical outcomes. SSMHC has undertaken six collaboratives, involving 85 teams in 2002, up from 14 teams in 1999. The results for SSMHC's clinical collaboratives for patients with congestive heart failure and ischemic heart disease demonstrate levels that approach or exceed national benchmarks.

*To learn more about these role model organizations, visit [www.baldrige.nist.gov](http://www.baldrige.nist.gov).*

# ABOUT THE 2003 BALDRIGE REGIONAL CONFERENCES

The 2003 Baldrige Regional Conferences will provide an in-depth opportunity to learn about the best practices and results of both the 2002 Baldrige Award recipients and former Award recipients.

Senior leaders and other representatives of the Award recipient organizations will share their best practices and answer questions about the seven Categories of the Baldrige Criteria and discuss their lessons learned in using the Criteria. The conferences will feature presentations by the leaders of the 2002 Award recipient organizations followed by a panel discussion. They will also feature three tracks of concurrent presentations on the different Criteria Categories as well as Town Hall sessions—open forums where representatives from multiple Award recipient organizations respond directly to attendee questions on any of the seven Criteria Categories. The Town Halls help attendees compare and contrast across organizations and sectors.

The 2003 Baldrige Regional Conferences are designed to provide a dynamic and interactive environment where you can maximize your learning and networking. So take this opportunity to learn the secrets of world-class organizations in the seven Baldrige Criteria Categories:

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Information and Analysis
5. Human Resource Focus
6. Process Management
7. Business Results

## WHO SHOULD ATTEND THE 2003 BALDRIGE REGIONAL CONFERENCES:

Anyone interested in improving the performance of their organization, including CEOs, senior leaders, education and health care leaders and professionals, directors of staff functions, heads of operating units, and quality/performance improvement practitioners.

## GENERAL INFORMATION

### DATES AND LOCATIONS

The conferences will be held on September 23, 2003, at the Hilton Cincinnati Netherland Plaza Hotel in Cincinnati, OH and October 9, 2003, at the Hilton Scottsdale Resort and Villas in Scottsdale, AZ.

### PROCEEDINGS

As a conference attendee, you will receive the visuals for the plenary and concurrent sessions along with a complete set of the speaker bios. You will also receive a CD-ROM featuring videos of the 2002 Award recipients and summaries of the recipients' Baldrige applications. Valuable printed materials, including the application summaries, will also be included in your conference packet.

### REGISTRATION

The advance registration fee is only \$445. To receive this fee, you must register by September 2, 2003, for the Cincinnati, OH conference and September 18, 2003, for the Scottsdale, AZ conference. Attendees who register after those dates will pay the regular conference fee of \$495. Additional discounts apply for both full-time faculty and groups of five or more. These discounts lower the cost of the advance registration fee to \$395 and the regular conference fee to \$445.

### HOTEL & TRAVEL

**Hilton Cincinnati Netherland Plaza Hotel, Cincinnati, OH:** Rooms have been reserved at the special conference rate of \$125 (single or double). The tax rate is 16.5%. To receive the conference rate, please reserve by September 8, 2003. To make reservations, call the reservation department at **513-421-9100** and reference the Baldrige Regional Conference. The hotel is easily accessible by taxi and shuttle from the Cincinnati/Northern Kentucky International Airport.

**Hilton Scottsdale Resort and Villas, Scottsdale, AZ:** Rooms have been reserved at the special conference rate of \$150 (single or double). The tax rate is 11.67%. To receive the conference rate, please reserve by September 17, 2003. To make reservations, call **1-800-528-3119** and reference the Baldrige Regional Conference. The hotel is easily accessible by taxi and shuttle from Sky Harbor International Airport in Phoenix.

### ADDITIONAL INFORMATION

For additional information on the 2003 Baldrige Regional Conferences and the Baldrige National Quality Program, call (301) 975-2036; fax (301) 948-3716; or email [nqp@nist.gov](mailto:nqp@nist.gov).

# Conference schedules

## SEPTEMBER 22 & 23, 2003: CINCINNATI, OH

**Registration Hours:** September 22, 12:00pm to 5:00pm  
September 23, 7:00am to 2:00pm

### Monday, September 22, 2003: Cincinnati, OH

|                |  |
|----------------|--|
| 1:00 - 4:00 pm | Pre-Conference Workshop                  |
| 4:15 - 5:15 pm | Changes to the Baldrige Criteria Session |

### Tuesday, September 23, 2003: Cincinnati, OH

|                     |  |  |   |
|---------------------|--|--|---|
| 7:00 - 8:00 am      | Continental Breakfast  |  |   |
| 8:00 - 9:30 am      | Opening Plenary Session: <ul style="list-style-type: none"> <li>• Welcome: <b>Deborah Myers</b>, Conference Chair, 2003 Baldrige Panel of Judges</li> <li>• Opening Remarks: <b>Harry Hertz</b>, Director, Baldrige National Quality Program</li> <li>• Leadership Presentations and Panel Discussion:               <ul style="list-style-type: none"> <li><b>Martin Swarbrick</b>, Vice President and Director, Office of Business Excellence, Motorola CGISS</li> <li><b>David Branch</b>, President, Branch-Smith Printing Division</li> <li><b>Bill Thompson</b>, Senior Vice President—Strategic Development, SSM Health Care</li> </ul> </li> </ul> |  |   |
| 9:30 - 9:45 am      | Networking Break   |  |   |
|                     | Concurrent Sessions  |  |   |
| 9:45 - 11:00 am     | Leadership and Human Resource Focus<br><b>Clarke American Checks</b>   | Information & Analysis and Process Management<br><b>Pal's Sudden Service</b>   | Strategic Planning and Focus on Patients, Other Customers, and Markets<br><b>SSM Health Care</b>    |
| 11:15 am - 12:30 pm | Information & Analysis and Process Management<br><b>Dana Corporation—Spicer Driveshaft*</b>  | Strategic Planning and Customer & Market Focus<br><b>Branch-Smith Printing Division</b>                                      | Leadership and Faculty & Staff Focus<br><b>Pearl River School District</b>                          |
| 12:30 - 1:45 pm     | Lunch  |  |   |
| 1:45 - 3:00 pm      | Strategic Planning and Customer & Market Focus<br><b>Motorola CGISS</b>  | Leadership and Human Resource Focus<br><b>Texas Nameplate</b>  | Information & Analysis and Process Management<br><b>SSM Health Care</b>                             |
| 3:00 - 3:30 pm      | Networking Break   |  |   |
| 3:30 - 4:30 pm      | Business Town Hall<br><b>Branch-Smith Printing Division</b><br><b>Clarke American Checks</b>   | <b>Dana Corporation—Spicer Driveshaft*</b><br><b>Motorola CGISS</b><br><b>Pal's Sudden Service</b><br><b>Texas Nameplate</b> | Education and Health Care Town Hall<br><b>Pearl River School District</b><br><b>SSM Health Care</b> |

*\*Now Part of Dana Corporation—Torque Traction Technologies Incorporated*

## SPECIAL SESSIONS

### Pre-Conference Workshop

A Pre-Conference Workshop will be held from **1:00-4:00 pm on September 22 for the Cincinnati, OH** conference and on **October 8 for the Scottsdale, AZ** conference. The workshop is designed for people who are new to the Baldrige Criteria. It provides an introduction to the Baldrige Criteria, an approach for using the Criteria for self-assessment, and a description of resources available to assist organizations in their use of the Criteria. The workshop is available with or without a Regional Conference registration. There is a \$100 fee to register for the workshop with a conference registration and a \$150 fee without a conference registration. Participation in each workshop is limited to the first 60 registrants.

## OCTOBER 8 & 9, 2003: SCOTTSDALE, AZ

**Registration Hours:** October 8, 12:00pm to 5:00pm  
October 9, 7:00am to 2:00pm

### Wednesday, October 8, 2003: Scottsdale, AZ

|                |  |
|----------------|--|
| 1:00 - 4:00 pm | Pre-Conference Workshop                  |
| 4:15 - 5:15 pm | Changes to the Baldrige Criteria Session |

### Thursday, October 9, 2003: Scottsdale, AZ

|                     |   |   |   |
|---------------------|---|---|---|
| 7:00 - 8:00 am      | Continental Breakfast   |   |   |
| 8:00 - 9:30 am      | Opening Plenary Session: <ul style="list-style-type: none"> <li>Welcome: <b>Kathy Yeu</b>, Conference Chair, 2003 Baldrige Panel of Judges</li> <li>Opening Remarks: <b>Barry Diamondstone</b>, Deputy Director, Baldrige National Quality Program</li> <li>Leadership Presentations and Panel Discussion:               <ul style="list-style-type: none"> <li><b>Bob Kellen</b>, Director of Quality Systems, Office of Business Excellence, Motorola CGISS</li> <li><b>David Branch</b>, President, Branch-Smith Printing Division</li> <li><b>Sr. Mary Jean Ryan</b>, President/CEO, SSM Health Care</li> </ul> </li> </ul> |   |   |
| 9:30 - 9:45 am      | Networking Break  |   |   |
|                     | Concurrent Sessions   |   |   |
| 9:45 - 11:00 am     | Leadership and Faculty & Staff Focus<br><b>University of Wisconsin-Stout</b>  | Information & Analysis and Process Management<br><b>Clarke American Checks</b>                  | Strategic Planning and Focus on Patients, Other Customers, and Markets<br><b>SSM Health Care</b>  |
| 11:15 am - 12:30 pm | Information & Analysis and Process Management<br><b>Dana Corporation-Spicer Driveshaft*</b>   | Strategic Planning and Customer & Market Focus<br><b>Branch-Smith Printing Division</b>         | Leadership and Faculty & Staff Focus<br><b>Chugach School District</b>  |
| 12:30 - 1:45 pm     | Lunch   |   |   |
| 1:45 - 3:00 pm      | Strategic Planning and Customer & Market Focus<br><b>Motorola CGISS</b>   | Leadership and Human Resource Focus<br><b>Sunny Fresh Foods</b>                                 | Information & Analysis and Process Management<br><b>University of Wisconsin-Stout</b>   |
| 3:00 - 3:30 pm      | Networking Break  |   |   |
| 3:30 - 4:30 pm      | Business Town Hall<br><b>Branch-Smith Printing Division</b><br><b>Clarke American Checks</b>  | <b>Dana Corporation-Spicer Driveshaft*</b><br><b>Motorola CGISS</b><br><b>Sunny Fresh Foods</b> | Education and Health Care Town Hall<br><b>Chugach School District</b><br><b>SSM Health Care</b><br><b>University of Wisconsin-Stout</b> |

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#### SPECIAL SESSIONS

##### Changes to the Baldrige Criteria Session

A session on changes to the Baldrige Criteria will be held from **4:15-5:15 pm** following the **Pre-Conference Workshops for both conferences**. This is an opportunity to learn about the changes to the Criteria for Performance Excellence from 2002 to 2003. The Criteria continue to evolve to help organizations address a dynamic environment, to focus on strategy-driven performance, to consider the needs of all stakeholders, and to accommodate important changes in organizational needs and practices. Baldrige Program staff will address the changes and answer questions from the audience. This session is open to all Regional Conference and/or Pre-Conference Workshop attendees. No additional fee or registration is necessary.

# FOUR WAYS TO REGISTER

1. Fill out the registration form and mail it with payment to:

2003 Baldrige Regional Conferences  
c/o MACC, Inc.  
P.O. Box 513  
Colmar, PA 18915-0513

2. Call MACC, Inc. at **215-822-5133** and use your MasterCard, Visa, or American Express.

3. Fax your completed registration form with credit card payment to  
2003 Baldrige Regional Conferences, c/o MACC, Inc., at **215-822-3332**.

4. Register online at **[www.baldrige.nist.gov](http://www.baldrige.nist.gov)**.

## REGISTRATION INFORMATION

### CONFERENCE REGISTRATION FEE

**Advance** (by September 2, 2003 for Cincinnati, OH and September 18, 2003 for Scottsdale, AZ) \$445.00

**Regular** \$495.00

### GROUP DISCOUNTS

Your organization will receive a \$50 group discount off the advance or regular registration fee per registrant if 5 or more employees register at the same time. Registrations must be made as a group (not individually) for the discount to be honored. Due to the group requirement of 5 or more employees, cancellations will not be accepted; however, substitutions may be made at any time.

### FACULTY DISCOUNTS

Individuals who have full-time academic employment are eligible for the following discounted fees:

**Advance** (by September 2, 2003 for Cincinnati, OH and September 18, 2003 for Scottsdale, AZ) \$395.00

**Regular** \$445.00

**NOTE:** The faculty discounts cannot be combined with the group discounts.

### PRE-CONFERENCE WORKSHOP

A Pre-Conference Workshop will be offered on September 22 for the Cincinnati, OH conference and on October 8 for the Scottsdale, AZ conference. The workshop is available with or without a Regional Conference registration. The workshop is limited to the first 60 registrants.

**With a Regional Conference Registration** (at the same location) \$100 (Advance or Regular)

**Pre-Conference Workshop Only** \$150 (Advance or Regular)

### PAYMENT INFORMATION

This registration form must be accompanied by payment in full (U.S. currency only), via a major credit card (VISA/MC/AMEX) that will be charged, or a check or money order. **All checks should be made payable to MBNQA Foundation. MACC will be listed as payee on all registrants' credit card statements.** You will receive confirmation of your registration by email or fax (domestic attendees only).

### CANCELLATION AND SUBSTITUTION POLICY

All requests for cancellation must be made in writing and faxed or mailed to MACC. Registrants whose requests for cancellation are received on or before September 2, 2003 for the Cincinnati, OH conference and September 18, 2003 for the Scottsdale, AZ conference will receive a full refund. Registrants whose requests are received between September 3 and September 16 for the Cincinnati, OH conference and between September 19 and October 2 for the Scottsdale, AZ conference will incur a \$100.00 processing fee. No requests for reimbursement for cancellations will be accepted after September 16, 2003 for the Cincinnati, OH conference and October 2, 2003 for the Scottsdale, AZ conference. Substitutions may be made at any time.

For information on registration contact MACC at 2003 Baldrige Regional Conferences, c/o MACC, Inc., P.O. Box 513, Colmar, PA 18915-0513, phone 215-822-5133, or fax 215-822-3332.

# 2003 BALDRIGE REGIONAL CONFERENCES REGISTRATION FORM

## Address Information

First Name \_\_\_\_\_ Middle \_\_\_\_\_ Last Name \_\_\_\_\_  
First Name for Badge (name will appear as entered) \_\_\_\_\_  
Company \_\_\_\_\_  
Title \_\_\_\_\_  
Address \_\_\_\_\_ Address 2 \_\_\_\_\_  
City \_\_\_\_\_  
State/Province \_\_\_\_\_ ZIP/Postal Code \_\_\_\_\_ Country \_\_\_\_\_  
Phone \_\_\_\_\_ Fax \_\_\_\_\_  
Email \_\_\_\_\_

## Sector

Please indicate the sector to which your organization belongs:

☐ Manufacturing ☐ Service ☐ Small Business ☐ Education ☐ Health Care ☐ Government ☐ Non-profit

## How did you hear about the 2003 Baldrige Regional Conferences?

- ☐ Received brochure in the mail (*Please fill in the two-digit code that appears above your name on your brochure label: \_\_\_\_\_*)  
☐ From a colleague  
☐ Baldrige Web site  
☐ Award Criteria  
☐ Email advertisement  
☐ Announcement in trade publication  
☐ Other: \_\_\_\_\_

## Please select the conference you wish to register for.

☐ Cincinnati, OH, September 23, 2003 ☐ Scottsdale, AZ, October 9, 2003

## Please select the type of registration you wish to have.

| Regional Conference                       | Advance* | Regular  |
|---|----------|----------|
| <input type="checkbox"/> Individual       | \$445.00 | \$495.00 |
| <input type="checkbox"/> Faculty Discount | \$395.00 | \$445.00 |
| <input type="checkbox"/> Group Discount** | \$395.00 | \$445.00 |

## Pre-Conference Workshop (Limit 60 registrants)

|   |          |          |
|---|----------|----------|
| <input type="checkbox"/> Pre-Conference Workshop      | \$100.00 | \$100.00 |
| with conference registration                          |          |          |
| <input type="checkbox"/> Pre-Conference Workshop only | \$150.00 | \$150.00 |

\*Registration must be submitted by 12:00 AM EDT, September 3 for Cincinnati, OH and September 19 for Scottsdale, AZ.

\*\*All registrations must be submitted at the same time to receive the group discount.

**NOTE: Your credit card statement will list MACC as the payee.**

## Special Needs

☐ Check here if you wish to be contacted.

Do you have any special needs and/or dietary restrictions that we can address to make your participation more enjoyable?

Please indicate these special needs in the space below:

## Payment Information

☐ Check or money order (Make check payable to MBNQA Foundation).  
Credit Card ☐ Visa ☐ MasterCard ☐ American Express

## Credit Card Information

Name as it appears on the card: \_\_\_\_\_  
Account number: \_\_\_\_\_  
(CID/SVC number\*): \_\_\_\_\_  
Expiration date: \_\_\_\_\_  
Signature: \_\_\_\_\_

**NOTE: Your credit card statement will list MACC as the payee.**

\* This three or four digit number must be provided if you are paying by credit card. American Express: the number can be found above the embossed account number that appears on your card. Visa or MasterCard: the number can be found on the Signature strip on the back of the card and is the last three printed numbers.



Baldrige National Quality Program  
National Institute of Standards and Technology  
Technology Administration  
U.S. Department of Commerce  
100 Bureau Drive, Stop 1020  
Gaithersburg, MD 20899-1020

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## 2003 Baldrige Regional Conferences

*September 23, Cincinnati, OH—Hilton Cincinnati Netherland Plaza Hotel*  
*October 9, Scottsdale, AZ—Hilton Scottsdale Resort and Villas*

Join us for a day of dynamic learning and networking with current and past Baldrige Award recipients! Featuring the 2002 Award recipients:

- **Motorola's Commercial, Government, and Industrial Solutions Sector (CGISS)**—worldwide supplier of two-way radio communications and integrated communications and information technology solutions headquartered in Schaumburg, IL, with 14,000 employees worldwide
- **Branch-Smith Printing Division**—family-owned printer in Fort Worth, TX with 68 employees
- **SSM Health Care**—private, not-for-profit health care system with 22,000 employees headquartered in St. Louis, MO, the first Baldrige Award recipient in the health care category

**NEW THIS YEAR—A Pre-Conference Workshop for Baldrige Beginners**

**Value Priced At Under \$500**

*Co-sponsored by*

